

DDA Registry
File *Personnel-12*

DDA 76-1663

14 APR 1976

MEMORANDUM FOR: Director of Central Intelligence

FROM : John F. Blake
Deputy Director for Administration

SUBJECT : Employee Concerns About Fitness Report
Evaluations

REFERENCES : a. Memo to the Director from [REDACTED] STATINTL
[REDACTED] MAG, Dated 23 February
STATINTL 1976, Same Subject

b. Memo to the Director from John F.
Blake, Dated 1 March 1976, Same
Subject

1. You will recall that after your meeting with MAG on the subject of fitness reports, you asked to be advised of my thoughts, as well as those of the Directors of Personnel and Training, before you took a position. The following includes our collective thoughts.

2. The major concern relates to the "variety of ways supervisors interpret and apply the evaluation standards." With our current system of supervisors writing narrative statements and the next higher supervisor writing reviewing comments, there are bound to be subjective reflections. Given the vagaries of the human spirit and mind, it is simply not possible to devise a system that ensures complete objectivity. On the other hand, efforts can be made toward bringing about more evenhanded and consistent preparation of fitness reports.

3. MAG suggested that a task force be established to review the efficacy of performance evaluations in the Agency. We question whether the task force is the most efficient approach. If there were evidence of the need to review the

philosophy and implementation of the fitness report system per se, the formal group might be an appropriate way of conducting this study. Since there is agreement that the existing Agency system is an acceptable one, we do not see the task force producing significant results.

4. MAG makes the statement that there is limited training in OTR courses concerning the preparation of fitness reports. While there is more coverage in OTR than MAG relates, it does seem to me that greater emphasis on performance evaluations in all management courses is in order. Understandably, it is difficult to measure the impact of such training, but if coupled with emphatic pronouncements within the Directorates attesting to the necessity of better prepared reports, progress, no doubt, will be made.

5. To bring about a more consistent approach on an Agency-wide basis, it is suggested that a notice emphasizing revised instructions be published. These instructions would discuss the philosophy of the evaluation system, the responsibility of the rating and reviewing officers to the individual employees as well as to the Career Service and to the Agency, and the responsibility of the employee to ensure the evaluation system is properly used in his or her fitness report. It will be necessary for the Deputy Directors to state, or restate, the fitness report policies for their Directorates. These policies could be reviewed by the Management Committee and yourself. Common factors among the Directorates would be sorted out and adopted as Agency policy and those non-common factors would be defined explicitly and supported as important Directorate differences having an impact on the preparation of fitness reports.

6. In summary, it seems clear that some re-emphasis and redefinition is necessary if fitness reports are to be a more consistent and viable personnel management tool. The task force does not appear to be an efficient way of looking into the problem. Our current fitness report form seems to be satisfactory. A plan of attack would combine training with an Agency-wide notice directing attention to the philosophy of our fitness report system and the need for

honest, objective ratings, plus continuing emphasis at the Deputy Director level. It is particularly essential that reports accurately reflect an employee's performance in such a manner that if a personnel action is taken (either promotion, on the one hand, or termination, on the other), the fitness report supports the action.

7. In view of the above, this office will undertake the action to draft an Agency-wide notice drawing attention to fitness report preparation for review by the Management Committee. We shall immediately take action toward including fitness report preparation as a segment in practically all management training courses conducted by OTR.

8. Attached for your signature is a letter to MAG on this subject.

/s/ John F. Blake

John F. Blake

Attachment

Distribution:

Orig - DCI w/att
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STATINTL EO/DDA/[REDACTED]:lm (14 Apr 76)

Attachment: Memo for DCI's signature to Chairman, MAG,
Subject: Employees Concerns About Fitness Report Evaluations
(DDA 76-1893)
Background: DDA 76-1207; DDA 76-1387; DDA 76-0921; DDA 76-0970;
DDA 76-0971

MEMORANDUM FOR: Chairman, MAG

FROM : George Bush
Director

SUBJECT : Employees Concerns About Fitness Report
Evaluations

1. I appreciate your bringing to my attention what I am sure is a continuing problem of executing personnel evaluations in a consistent and objective way.

2. At this point, I am somewhat disinclined to establish a task force to study the matter. Because the system of preparation of fitness reports is satisfactory, we might try to stimulate compliance by widespread voicing of concern for the manner in which they are being done. In this regard, I am asking the DDA to prepare an Agency-wide notice on the philosophy of fitness reports as well as the necessity for rather strict adherence to the definitions provided on the report form and for objective narrative. At the same time, I am asking that a specific segment of each management course be devoted to the preparation of fitness reports.

George Bush

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STATINTL EO/DDA/ [REDACTED] :lm (14 Apr 76)

Attachment to DDA 76-1663